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Electronic Document Submission Title Page

Contract No.:	278-C-00-02-00210-00
Contractor Name:	Chemonics International, Inc.
USAID Cognizant Technical Office:	Office of Economic Opportunities USAID Jordan
Date of Product/Report:	December 2004
Product/Document Title:	Food Sector Training of Trainers Final Report
Author's Name:	Fred Schneider, Making Cents International
Activity Title and Number:	Achievement of Market-Friendly Initiatives and Results Program (AMIR 2.0 Program) WAEDAT Sub-sector Training of Trainers 7337.1.17
Name and Version of Application Software Used to Create the File:	MS Word
Format of Graphic and/or Image File:	N/A
Other Information:	N/A

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Food Sector Training of Trainers
Final
December 2004

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Data Page

Name of Component:	Enhanced Competitiveness Initiative (ECI)
Author:	Fred Schneider / Making Cents International
Practice Area:	Business Development Services
Service Offering:	Sector-Specific Training Development
List of Key Words Contained in Report:	WAEDAT, Training, Agri-business, Women Entrepreneurs

Abstract

This report discusses training activities in support of the Women's Access to Entrepreneurship Development and Training Program (WAEDAT), a program of the USAID funded Achievement of Market-Friendly Initiatives and Results Program (AMIR). It reviews training activities specific to the agri-business component of the program and recommends modifications to increase its effectiveness. The report also includes a list of suggested trainings and events to be carried out moving forward with the program as well as a client evaluation form.

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Background

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The Micro-enterprise Initiative (MEI) has provided Jordanian micro-enterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, and empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner (JP). The US Subcontractor is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local JP who will implement the project - managing a woman's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

Executive Summary

In December of 2004, CDC Volunteer Advisor, Fred Schneider traveled to Amman, Jordan for approximately two weeks to work in collaboration with the WAEDAT Core team to identify core capacity building needs of the WAEDAT entrepreneurs operating in the agricultural processing sector. Mr. Schneider was also to work in conjunction with the WAEDAT team to develop trainings that could be provided to local service providers to bring their capacities to the level necessary to provide sufficient services to local entrepreneurs.

As a result of this analysis the following recommendations are suggested to improve the effectiveness of WAEDAT'S work with food industry clients. All recommendations shown in this chapter are sector specific for training (education) and should be part of an implementation.

- Guide clients in similar businesses such as of vegetable canning to use same sized packaging (standardize) such as containers and cartons. Labels for these containers could be computer generated and thus provide product individuality and client differentiation.
- A formal implementation phase concerning cross-sector capacity building for all participating service providers should be instituted to best track progress in a timely manner. It is also recommended that this phase be combined with the sector specific training phase to address more specific needs.
- Product cost training and procedures should be emphasized.
- A 'cooperative' effort, possibly as part of WAEDAT may be set up for food clients to help certain other business management efforts such as hygiene. A similar cooperative effort is recommended for the purchasing of ingredients and/or other commonly used items in order to achieve economies of scale.
- A list of advisors by discipline and industry experience should continue to be kept by WAEDAT for work with clients in the sector specific phase. Recommendations as to how to generate this list is further commented on in the Findings and Recommendations section of this report.

Scope of Work

This report consists of an analysis of the training needs for clients in the food industry/agri-products sector in order to improve their profitability.

The study was conducted through personal interviews with existing clients and their respective advisors. The clients' problems were discussed along with the proposed remedial suggestions of their advisors, as needed.

The project covered several areas:

- Sector specific training needs;
- Identification of sources of information and expertise (resources) to assist in administering the program;
- Review and analysis of current WAEDAT methodology and procedures used to provide client assistance.

Approach

The study was conducted by first studying and documenting existing applicable WAEDAT procedures.

Next, clients in the food businesses ranging from canning to baking were interviewed together with their advisors. Present approaches used by the advisors to assist clients were discussed.

We found that the two-call reports system - approximately 2 weeks apart - provides a good diagnosis of clients' needs. Recently, a suggested 'events report' has been added which allows these needs to be prioritized.

Findings and Recommendations

The findings of critical client needs to be addressed in the sector specific training phase fall under the following key segments:

Product Costs

It is necessary to provide a full 'absorption' cost by product. Concurrently a direct cost by product should also be shown for better information management and strategic selling, even though the above exceeds the understanding of most clients at this time.

The advisor should present this information in a simplified format for use by the clients and explain/show its use. For instance, the application of this information for cash flow (projections) should be explained to clients and its application demonstrated.

Packaging

This resource is difficult to find for clients because of the small quantities needed. Larger producers (non micro businesses) can also order from Syria or other contiguous states. Hence, based on this analysis, domestic micro businesses may be able to achieve a critical mass for cost effective purchases if their packaging needs can be consolidated. This may be accomplished by standardizing the sizes of items such as containers. However, in order to realize that, compromises among client have to be negotiated, with any compromise resulting in a win-win situation for all.

Implementation of Sector Specific Recommendations

Sector specific training should be application oriented so that a translation into immediate benefits is possible.

The implementation phase should be instituted based on the priorities shown in the events report. Depending on the complexity of the project more than one recommendation may be handled simultaneously.

The recent addition of this 'event report' which prioritizes the client's needs should to fill this gap. Based on this events report the appropriate sector-specific training can be scheduled together with the subsequent implementation of this need. Depending on the complexity of the projects more than one recommendation maybe implemented concurrently.

Our experience finds that even sector specific training only exposes a client to the needs and benefits that can be easily obtained. It does not make the client the best person for putting these procedures or management techniques into practice. These are best installed by advisory (staff) professionals.

Hence, this also requires the proper selection of a mentor \ advisor who would assist in this endeavor and provide a follow-up to the sector-specific training

Sanitation

This is currently handled informally. As a client's enterprise grows this matter becomes more critical and should be addressed by the advisor and her client. Guidance for this discipline may be obtained by the advisor from the appropriate ministry or agency (see section on resources). Other food safety oriented procedures such as pasteurization and food technology should be reviewed for inclusion in sector-specific training.

Marketing Studies

This area should be structured to help support the standardization of packaging containers and identification (labels).

Operational/Quality Control

Food costs are heavily raw material/commodity oriented, approximately 80% of costs. We recommend that advisors train clients in portion /fill control so as not to 'give away' the product. Reviews to date did not uncover any such training which is also recommended for inclusion in the food sector specific training program.

Sub-sector specific training now ranges from one to three days. It may be helpful to consider having this phase restructured as a short overview (one day or less) and apply the remainder of the budget to an implementation phase. This will assure a better trained client and a more effective installation.

Advisor Effectiveness

Based on a discussion with the training coordinator and the liaison officer it was agreed that a procedure whereby the advisor could get industry and discipline specific support from his peers should be considered. This will result in the higher quality of advisor performance and enhance their effectiveness.

The advisor's effectiveness is traditionally reflected through business oriented results. To achieve this, the advisor needs to combine technical expertise with good client relations. One approach WAEDAT may take to help achieve this is to establish a 'senior' advisor who will:

- Provide a technical sounding board for the advisors to discuss client problems and evaluate progress with them. This should also help in the quality of services provided;
- Monitor training programs and recommend changes (updates) as appropriate to enhance their effectiveness;
- Help evaluate advisor effectiveness. This may be helpful in providing information on criteria for the selection of future advisors.

Suggested Resources for Assistance

Service providers

These can come from several sources:

- Consultants from the appropriate discipline;
- Equipment/suppliers;
- Materials suppliers (e.g. packaging);
- The latter two can also provide/suggest alternative methods or materials.

Consultants

The appropriate advisor can be culled from:

- Employment agencies;
- Recruiters;
- Universities;
- Professional networks;
- Internet;
- Submitted CVs;
- Newspaper advertisements.

A suggested approach to improve the consultant's client effectiveness is shown in Findings and Recommendations.

Equipment/Materials/Suppliers

These resources are usually obtained from directories, trade associations, and other users. For instance, a representative resource uncovered as part of this project is a packaging materials supplier, *Rawabi Printing Press*.

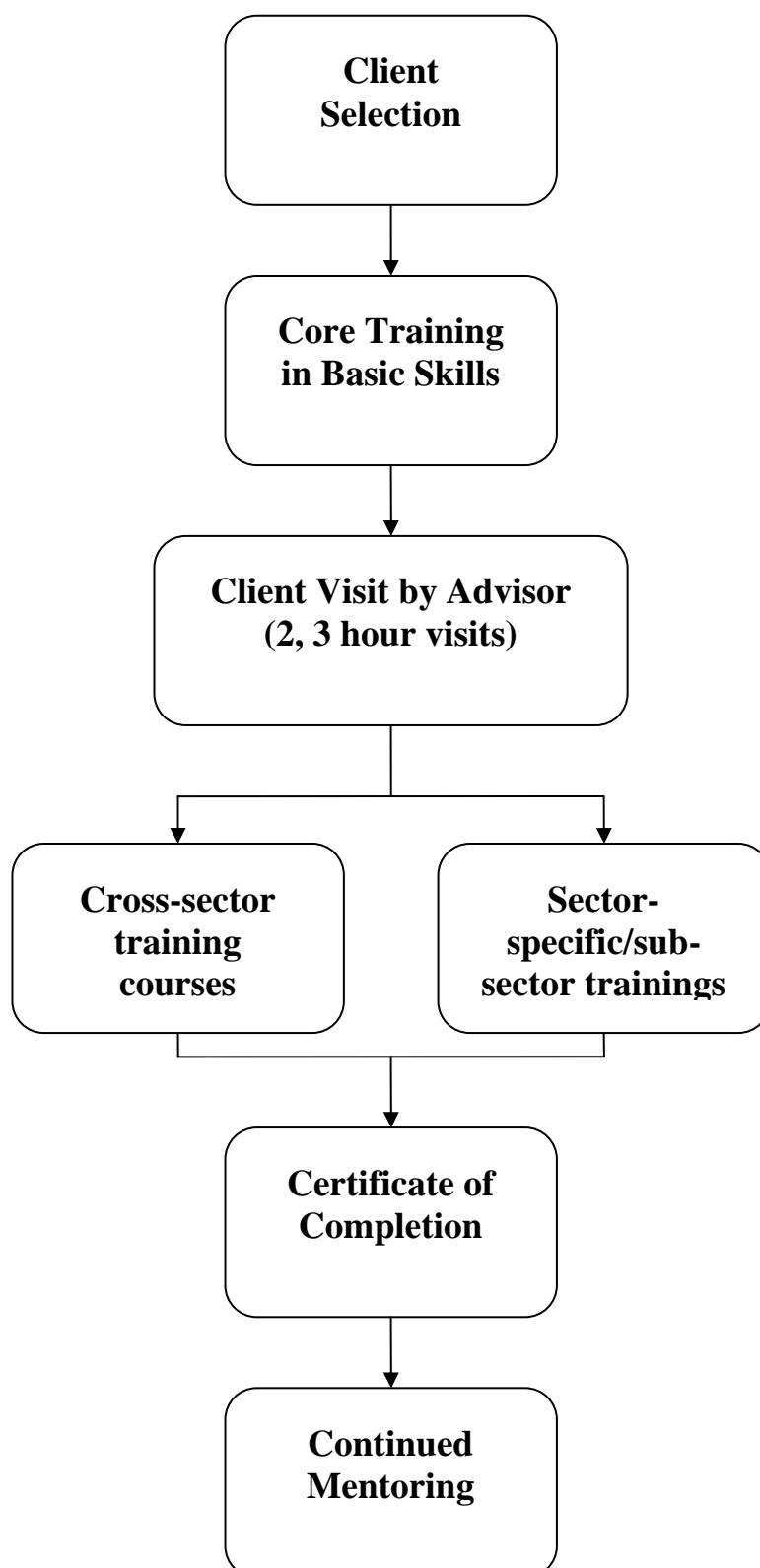
Suppliers have also been helpful for training. They do this in order to promote their product. In WAEDAT's case they may be used together with the advisor to provide sector specific training and cost saving methods. A 'specialty' advisor, experienced in packaging (other than only artwork), would be very helpful, in advising and assisting in the implementation of some of the recommendations.

In addition to the advisor's personal resources and contacts (network), the following selected local contacts are submitted as a start for Jordan. These cover both available statistical data and equipment/material.

These are:

- Jordan Chamber of Industry
- Amman Vocational College for Food Technology
- Jordan Restaurants Association

Appendix A: Flowchart of Current WAEDAT Procedures



Appendix B: List of People Interviewed

Clients	Business	Advisor
Fawzeyyeh Samawi	Pickles	Lubna Touqan
Nahla Bashiti	Pastries	Dima Obeidat
Noosa Met'eb	Pickles	Khitam Farah
Reem Abu Farha	Desserts	Amal Halabi
	Coffee Shop	Ghanem Al Jamal

Appendix C: Sample Primary Advisory Report

Business Name: _____	
Business Address: _____	
Business Phone: _____	Business Fax: _____
Contact Name: _____	
Establishment Date: _____	
Legal Entity: (partnership, formal) _____	

Company Information Checklist:

Operations

1. Personnel (#, skills, benefits):
2. Raw Materials (sources, availability):
3. Machinery and Maintenance:
4. Needed Utilities:
5. Inventory:

Market and Sales Description

1. Products/Services
2. Customers (market segment):
3. Market Size and Share:
4. Competitors:
5. Average Annual Sales:

6. Location:
7. Pricing Strategy:
8. Current Selling Policy:
9. Promotional Tools:

Financial and Economic Indicators

1. Business Profitability:
2. Break Even Point:
3. Sales and Income Tax:
4. Pay Back Period (PBP):

Others

1. General Impressions (business owner attitude, business performance, morale, family support, etc):
2. Availability of Business Plan:
3. Availability of Records:
4. Use of Business Skills:

Attach:

- Latest Income Statement (if available) or Advisor Projected Statement
- Latest Balance Sheet (if available) or Advisor Projected Sheet
- Other (if available)

#	Areas of Improvement	Suggested Remedies	Action needed or taken/by when	By whom
	الجوانب التي بحاجة إلى تحسين	المقترحات للتحسين	الإجراء المقترح أو المأخذ	من قبل

I have reviewed and understood the recommendations in the preceding report.

Business Owner Signature

Advisor Signature

Appendix D: Suggested Sub-Sector Trainings

Food Sector Training of Trainers

	Food Processing	Cosmetics	Business-to-Business	Health Care
New Product Development				
Good Manufacturing Practices and Operations Systems				
Packaging Development and Consulting				
Quality Systems				
Business Ethics				
Quality Management and Planning (HAACP, ISO, FDA Requirements)				
IDSL				
Sector-Specific	Development and Application of Food Safety	Cosmetic Testing		Trusted Referral System

Appendix E: Suggested Events

#	Suggested Events	Ranking (1.....8)	Ranking sub- categories
Marketing	Marketing Plan Development (Identifying marketing opportunities)		
	Promotion (advertising, customer satisfaction and retention, PR/Communications, Business linkages, networking and establishing joint venture)		
	E-Commerce (Research on communications and Internet markets)		
	Selling skills		
Financial	Financial Planning, Control and management (managing cash flow and customer credit, start up cost management)		
	Pricing and costing		
	Accounting systems		
Legal	Sales tax and income tax		
	Trade Mark Registration		
	Export Planning and Development, (Trades and Export requirement)		
	Legal advise (Agreement qualification , LC's, who to write contracts, lawyer,)		
Personal	Time management		
	Johari windows (personality)		
	Creative thinking		
	How to speak and sell yourself		
Operation	Staff Management (HR strategies)		
	Inventory System and control		
Business	Business Plan (SWOT, managing growth)		
Others	Environmental, Pollution Management		
one to one basis	Accountant stationed at WAEDAT		